
Emotional Intelligence: The Case of Acculturation

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What is Emotional Intelligence?

"It is the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and others."

Applied to the workplace EI relates to competencies to do with understanding emotions of oneself and others, using emotions to effectively make decisions and managing emotions.

Essential Competencies of Emotional Intelligence



Self-Awareness

Knowing one's internal states, preferences, resources, and intuitions

- Emotional Awareness: recognizing one's emotions and their effects
- Accurate Self-Assessment: knowing one's strengths & limits
- Self-Confidence: a strong self of one's self-worth and capabilities

Outcomes of limited self-awareness:

blind ambition, unrealistic goals, power hungry, relentless striving, insatiable need for recognition

Self-Management

managing one's internal states, impulses, resources

- Self-Control: keeping disruptive emotions and impulses in check
- Trustworthiness: maintaining standards of honesty and integrity
- Conscientiousness: taking responsibility for personal performance
- Adaptability: flexibility in handling change
- Innovation: being comfortable with novel ideas, new information
- Achievement Drive: striving to improve or meet a standard of excellence
- Commitment: aligning with the goals of the group
- Optimism: persistence in pursuing goals despite obstacles and setbacks

Outcomes of limited self-management:

impulsive behaviour, rigidity of behaviour and thought, lack of trust, poor follow-up/completion, avoidance of others, sub-optimal performance, incomplete projects, inability to reach goals, lack of conviction, bringing down the mood of others

Social-Awareness

awareness of others' feelings, needs, and concerns

- Understanding Others: sensing others' feelings and perspectives, and taking an active interest in their concerns
- Developing Others: sensing others' development needs and bolstering their abilities
- Service Orientation: anticipating, recognizing, and meeting costumers' needs
- Leveraging Diversity: cultivating opportunities through different kinds of people
- Political Awareness: reading a group's emotional currents and power relationships

Outcomes of limited social-awareness:

misunderstanding, frustration, lack of trust, dissatisfaction, lack of commitment, poor service reputation

Social-Skills

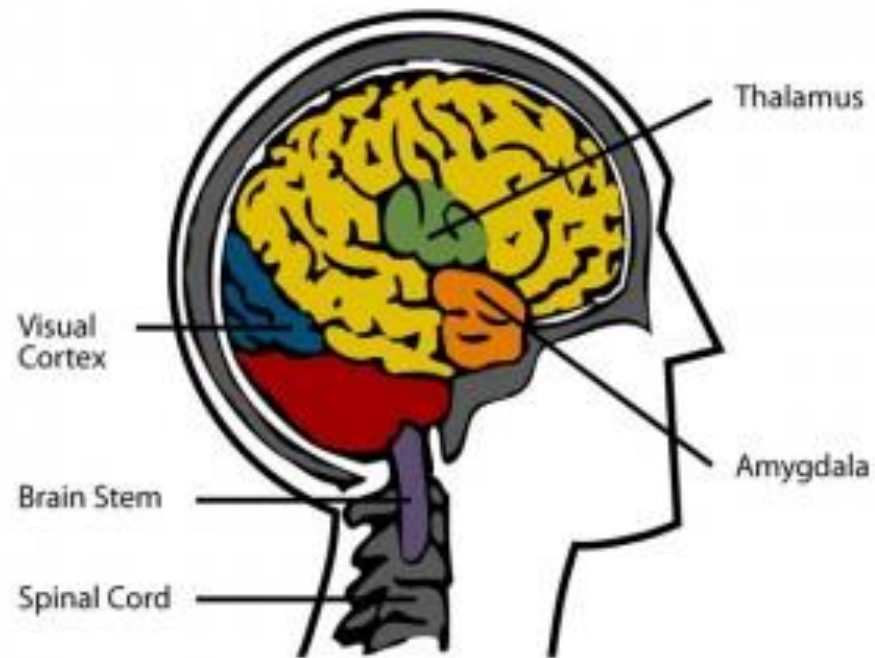
adeptness at inducing desirable responses in others

- Influence: wielding effective tactics for persuasion
- Communication: listening openly and sending convincing messages
- Conflict Management: negotiating and resolving disputes
- Leadership: inspiring and guiding others
- Change Catalyst: initiating or managing change
- Building Bonds: nurturing instrumental relationships
- Collaboration and Cooperation: working with others
- Team Capabilities: creating group synergy in group goals

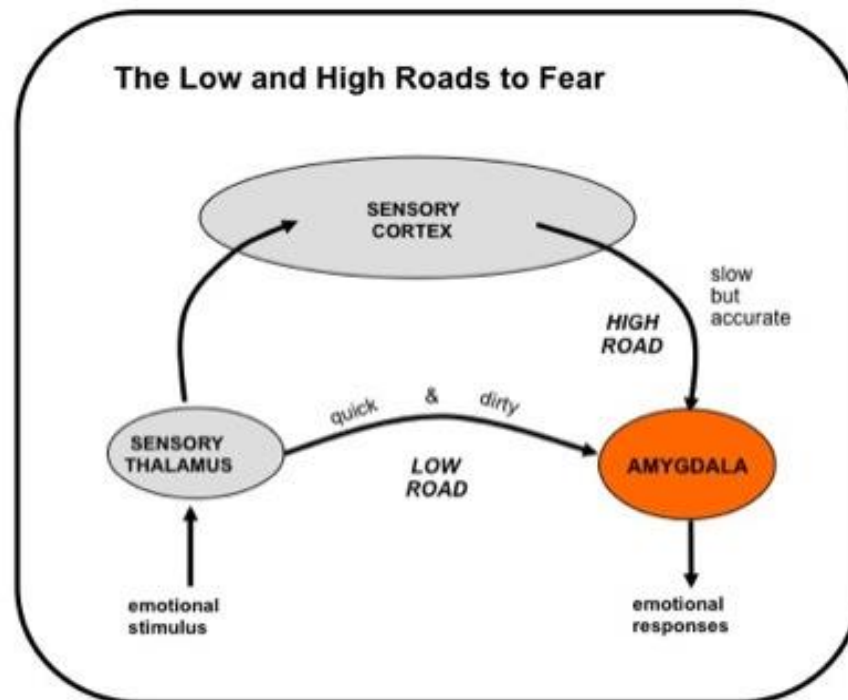
Outcomes of limited social-awareness:

distrust, poor leadership, ineffective conflict, sub-optimizing teams, poor job performance, loss of job opportunities

The Power of Emotions



The Hijacking of Amygdala



The Good News!

EI Can Be Developed

- People feel before they think and act...
 - It's possible to "re-wire" people's responses to feelings
 - "Re-wiring" changes individual and group behaviour
 - New behaviour improves job performance
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The Good News! EI Can Be Developed

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Acculturation

Acculturation describes the process of contract, conflict and adaptation as a result of combining cultures

M&A

- Nowadays, M&A have become an effective and efficient measure for companies to acquire resources, expand market, and strategy adjustment.
 - Along with the development and strategy change of Moldavian economy, an increasing number of Moldavian companies tend to start their globalization via cross-border M&A.
 - However, the huge cultural differences usually cause cultural conflicts, which can be great challenges and obstacles to companies who are seeking to develop overseas.
 - It is evident that Moldavian companies are still at the initial stage of transnational M&A.
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Cultural Integration

- The cultural integration is a more crucial and challenging task after the M&A deal.
 - The cultural integration is defined as the process of contacts, conflicts, and adaptations that are caused from cultural factors' diffusion.
 - The cultural integration can be classified into four models: integration, assimilation, separation, and deculturation.
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Cultural Integration

○ Integration

The integration model means that a new culture will maintain original cultures from both companies and will create a new one after interaction. After M&A activity, the present company generates a new culture from the foundations of both companies.

Persons preferring Integration as an acculturation style are more **emotionally stable, less anxious and less aggressive** compared with other people. Additionally, it seems to be reasonable to assume that migrants high in EI are neither overwhelmed by their own emotions nor those shown by others. This ability to regulate emotions can be beneficial to cope with the stress caused by contradictory expectations maintained in different cultural groups.

Cultural Integration

○ **Assimilation**

The integration of minority group culture into the dominant culture.

Assimilators usually show a higher degree of **anxiety** than those preferring Integration, but they are also agreeable (sociable), friendly, and not aggressive. Their sociable and friendly attitudes facilitate coming into contact with members of the host-society, communicating with them, and joining their activities. In other words, with the exception of their somewhat increased level of anxiety, their remaining personality characteristics rule likely that they may possess a high level of EI.

Cultural Integration

○ Separation

In a separation model, one company rejects the culture from the other organization, and insists on keeping its own culture. Employees from the two companies communicate infrequently, and follow their own original rules in order to prevent conflicts.

Migrants highly valuing Separation as an acculturation styles usually reveal **lack of self-assurance, and a weak self-esteem**. As they are less active, frequently less sociable and agreeable, they often find it difficult to deal effectively with people of the host-society as well as with persons of other socio-cultural groups. At the same time, a high degree of closed-mindedness (opposite pole of openness) makes it more difficult for them to modify their belief and behavior-systems. In consequence, they usually prefer to stay with their established cultural system, and they prefer contact with their own ethnic group while avoiding close relationships with persons of the larger society.

Cultural Integration

○ Marginalization

The marginalization model reveals that the **status of acculturation is negative**. The core values and strategy are out of order, and the **communication culture between both organization members is broken**. The acquired or the acquired company not only disputes its own culture, but also **reject others culture**.

A strong preference for Marginalization is rare. Migrants show higher degrees of anxiety, aggressiveness, lack of interpersonal trust and closed-mindedness.

THANK YOU
